

AIR FORCE AUDIT AGENCY STRATEGIC PLAN



Vision for the Future





DEPARTMENT OF THE AIR FORCE
WASHINGTON DC 20330-1000

OFFICE OF THE SECRETARY

21 January 2000

MEMORANDUM FOR ALL AFAA PERSONNEL

FROM: SAF/AG

SUBJECT: Air Force Audit Agency Strategic Plan

I am pleased to present the new Air Force Audit Agency Strategic Plan. We appropriately subtitled the plan "Vision for the Future". In developing the plan, we considered major trends and future assumptions as they pertain to the Air Force and the internal audit profession. The plan is primarily focussed on the next five years, a period that I see as changing and challenging.

As you are aware, the focus of the internal auditing profession is evolving. We see the profession being called upon to provide management new products and services to help identify and manage risk. I believe we must also evolve and provide a variety of new services to the Air Force.

To achieve the strategic objectives in this plan, we must focus on our customers. We must continue to provide our customers traditional audit services, as well as, new and innovative services. In pursuing this goal, we will rely on the considerable talents and creativity of our members. With this support, I know we will provide our clients world-class audit services for this planning period and into the future. I solicit your full participation as we implement this strategic plan.


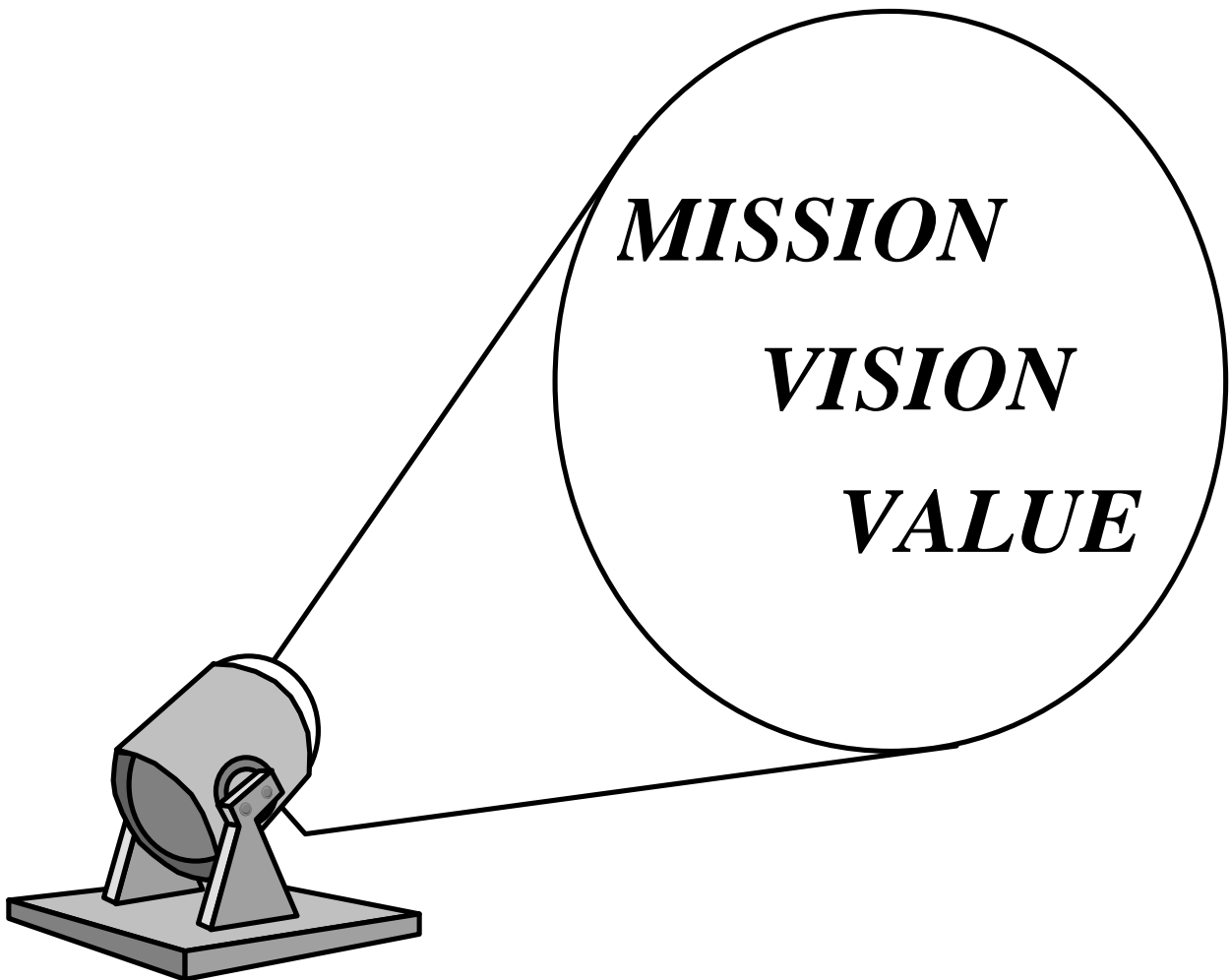

JACKIE R. CRAWFORD
The Auditor General

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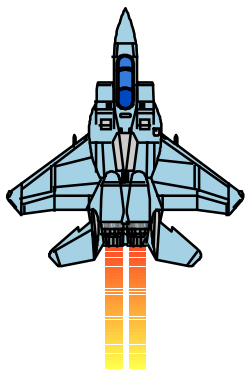
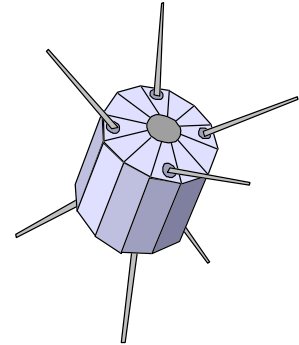
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MISSION

AIR FORCE

“Defends the United States and protects its interests through aerospace power.”



AUDIT AGENCY

Provide all levels of Air Force management with independent, objective, and quality audit services that include:

Reviewing and promoting economy, effectiveness, and efficiency of operations

Evaluating programs and activities and assisting management in achieving intended results

Assessing and improving Air Force fiduciary stewardship and the accuracy of financial reporting

VISION

AIR FORCE

“Air Force people building the world’s most respected air and space force ... global power and reach for America.”



AUDIT AGENCY

“Motivated professionals helping to build a better Air Force by providing world-class audit service to our customers through dedication, innovation, and teamwork.”

VALUES

AIR FORCE



Integrity is the inner voice, the source of self-control, and the basis for the trust that is imperative in today's total Air Force team. It's doing the right thing when nobody is looking.

Service before self is when every member of the Air Force team realizes that his or her individual needs will be subordinated to the needs of the nation.

Excellence is a moral obligation to excel in all we do.

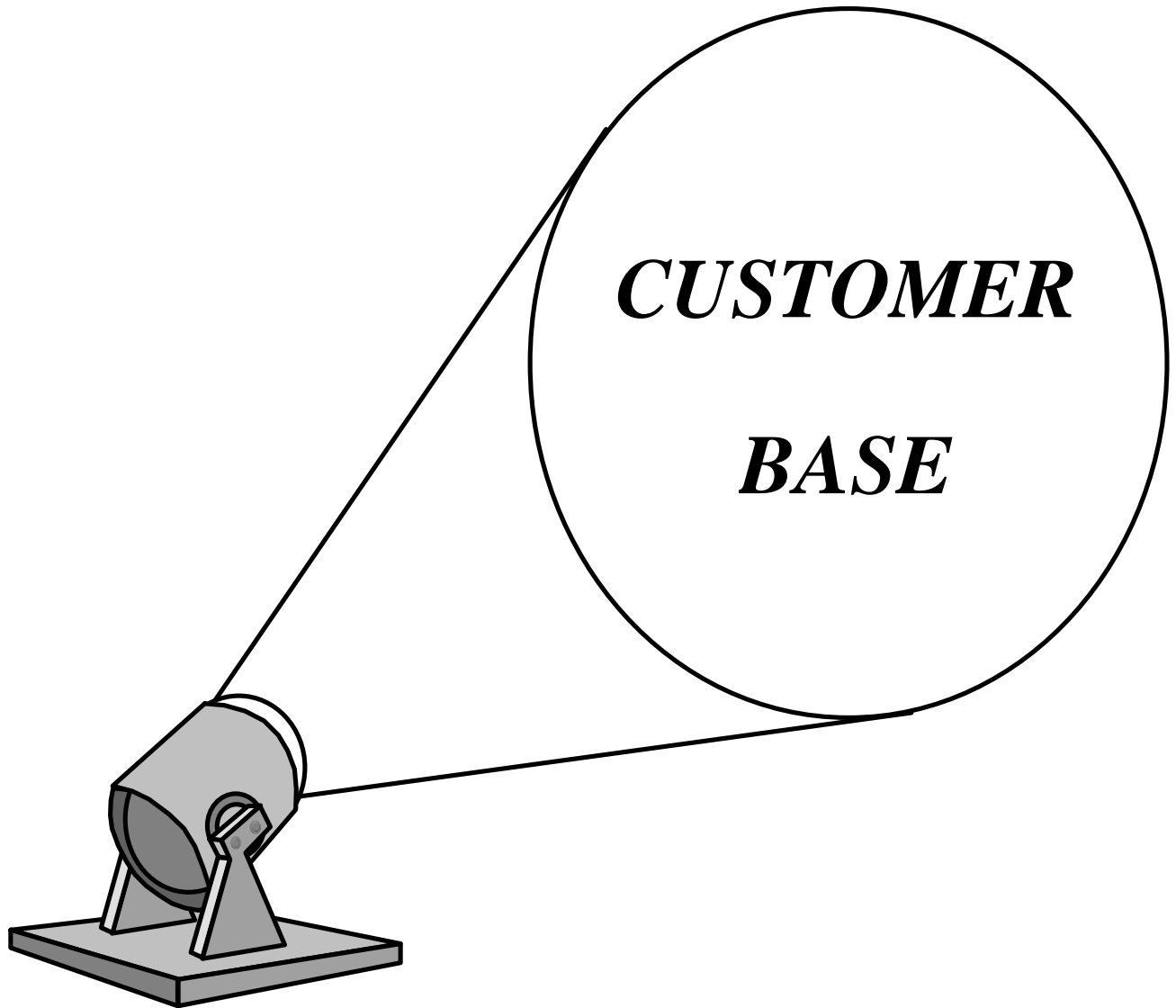
AUDIT AGENCY

The AFAA is totally committed to the Air Force core values and these additional values.

Support for Customers is identifying our customer needs and exceeding customers' expectations.

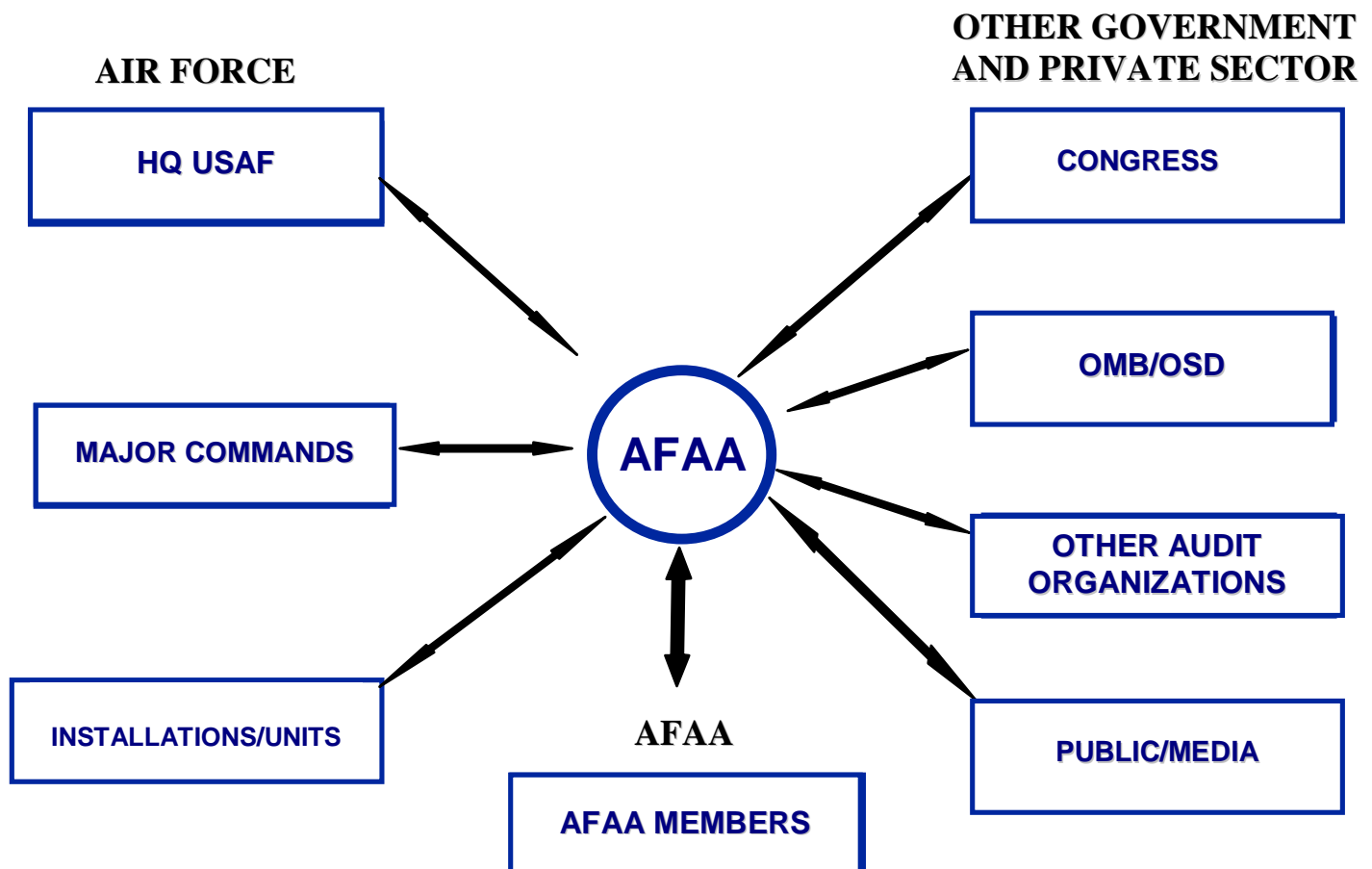
Professionalism is team work, continuously improving our processes, and fully meeting professional standards.

Support for Our Members is providing a quality work environment and recognizing the value and accomplishments of our members in fulfilling our mission.



CUSTOMER

We exist to serve our customers. Consequently, customer identification is the first step in developing strategic objectives. We have categorized our customers into three primary groups; the Air Force--our primary audit customer, AFAA members--our primary resource for delivery of our services, and Other Government and Private Sector--all others who use or have an interest in our services.



A diagram showing a projector on a stand in the bottom left, with a beam of light projecting from its lens to a large circle on the right. The circle contains the text "STRATEGIC OBJECTIVES".

STRATEGIC OBJECTIVES

AIR FORCE CUSTOMERS

The AFAA primary customer is all levels of Air Force management. Our service to this primary customer is the Agency's first priority. We serve our customer through independent and cooperative audit services that result in quality products, provided in a timely and cost-effective manner. Each of these areas presents opportunities for us to continually improve.

Strategic Objective 1

We will sustain and improve support to our primary customer.

Strategy A - Provide a variety of products and services based on the Agency's responsibilities as an internal audit organization and customer needs/desires. Products and services will include financial and performance audits, the commanders audit program, management advisory services, joint risk and control assessments, and other services that contribute to Air Force mission accomplishment.

Strategy B - Identify customer needs through cooperative interaction and independent assessment of missions, policies, procedures, and actions.

Strategy C - Focus audit objectives on customer high-risk areas. Risk areas include stewardship of Air Force assets and management practices applicable to mission critical or sensitive functions.

Strategy D - Participate with customers during their decision and policy-making process. This strategy will include representation on process teams, participation in and providing input during management decision-making forums, and attending customer status meetings.

Strategic Objective 2

We will improve the timeliness of Agency services and products.

Strategy A - Achieve efficient cycle time of Agency services and products through process improvements.

Strategy B - Meet customer expectations for satisfying audit requests or suggestions.

Strategic Objective 3

We will focus on the Agency's return on investment.

Strategy A - Seek potential monetary benefits by targeting high opportunity areas.

Strategy B - Identify opportunities to improve processes, optimize technology, and effectively use resources.

AFAA CUSTOMERS

AFAA members are our most important resource. We have a work force with outstanding talent. Continued training and development of this work force with particular emphasis on audit skills and evolving technology is a high priority. We also have opportunities to improve communications and accountability.

Strategic Objective 1

We will maintain effective channels of communication throughout the organization.

Strategy A - Communicate by sharing information throughout the AFAA. We will communicate through staff meetings, use of electronic media, and feedback through AFAA correspondence.

Strategy B - Provide opportunities for and encourage upward communications.

Strategic Objective 2

We will recognize outstanding employee performance.

Strategy A - Recognize AFAA employees by identifying outstanding performance, professional accomplishments, and quality-related activities.

Strategic Objective 3

We will provide quality, timely training that relates to the career progression and needs of all employees and the AFAA.

Strategy A - Encourage participation in professional military education courses and other professional development activities. Implementation will include advertising opportunities, along with support and encouragement for participation.

Strategy B - Provide opportunities for timely functional training in support of audits. Implementation will include coordination within AFAA to identify training needs and interaction with training providers.

Strategy C - Provide opportunities for technical training in support of auditor job skills, for example, information technology. Actions will entail creating new in-house courses or provisions to acquire more outside training.

Strategy D - Adjust training programs to recognize changes in the AFAA work force. Actions will include forecasting changes in training requirements and initiating appropriate program changes.

Strategic Objective 4

We will maintain a responsive organization that continually seeks efficient work processes and a positive environment for AFAA employees.

Strategy A - Provide an environment that allows employees to identify and reduce inefficient work processes. This environment should encourage employees to submit process improvement candidates or use other means to identify inefficient processes.

Strategy B - Monitor the quality of facilities and equipment and seek enhancement as needed. We will use periodic surveys, supervisor feedback, and member suggestions to identify areas needing improvement.

Strategy C - Identify opportunities for delegating responsibility and authority to members who understand and accept the associated risks and accountability.

Strategy D - Prepare AFAA employees for future management positions through supervisory training and OJT opportunities.

OTHER GOVERNMENT AND PRIVATE SECTOR CUSTOMERS

We take our responsibilities seriously to exchange or provide information to our external customers in a timely and effective manner. We will meet our customer needs through courteous interaction and prompt responses.

Strategic Objective 1

We will enhance coordination, cooperation, communications, and planning with DoD, Congress, other government agencies, professional organizations, and the public.

Strategy A - Actively participate in government audit and professional organizations.

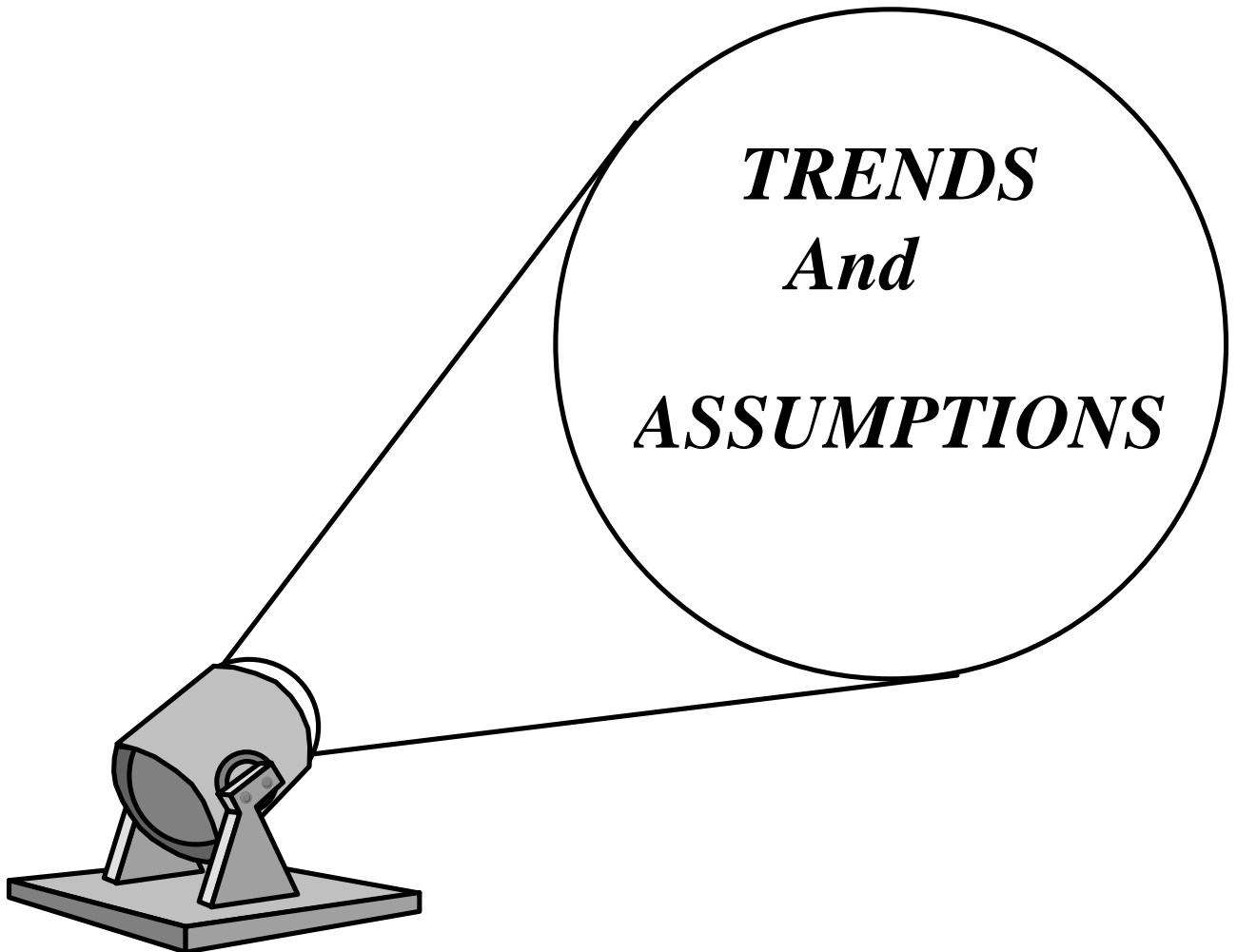
Strategy B - Exchange audit programs, plans, and ideas government-wide through requests, planning conferences, and electronic media.

Strategy C – Seek opportunities to brief appropriate officials on value-added accomplishments.

Strategy D - Identify functional area training on a government-wide basis by exchanging training plans and interaction of planning groups.

Strategy E - Seek partnering opportunities with other government and professional organizations to address common interest areas.

Strategy F - Transmit information to any bona fide requester in the most timely manner possible.



TRENDS AND ASSUMPTIONS

This strategic plan attempts to look over the horizon and identify where we, as an Agency, want to be by FY 2004. Looking into the future, we recognize some things are largely beyond our control. However, to the extent possible, we have identified trends that we believe will continue. Further, we have made assumptions about the future that we believe will directly affect our strategic plan and our methods of doing business.

Downsizing could occur. Base realignment and closure exercises or mission realignments within the Air Force may require downsizing or other adjustments within AFSA.

Modified residency concept will continue. We believe our clients receive better audit service with locally assigned auditors. Accordingly, we will continue to place auditors as close to the client as possible.

Funding constraints may occur. Future budgets for travel and operations may be constrained thus requiring innovation and work arounds.

Technological advances will continue. Technology advances will provide opportunities for more efficient audits, produced faster and communicated to our customers more efficiently.

Audit services will remain important. As the Air Force changes, audit services will become increasingly important for providing management with information for decision-making, identifying risk, and preventing/detecting fraud, waste, and abuse.

Chief Financial Officers (CFO) Act workload will remain heavy. Our sizable commitment to audits required by the CFO Act of 1990 will continue. The AFAA will retain a significant role in CFO audits even if portions of the work are outsourced.

Potential Monetary Benefits will remain important. Air Force management and Congress will look to audits for savings and funds put to better use.

Emphasis on competitive sourcing will grow. Pressure will continue for contracting out government activities, including audit. Our ability to satisfy key clients plus the efficiency and cost of our operations could affect the ultimate outcome.

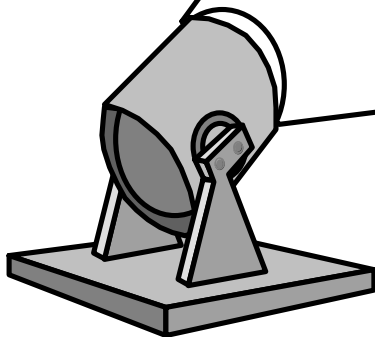
Emphasis on joint operations will continue. Within DoD as a whole and in the audit community, emphasis on joint operations will continue. AFAA will continue joint planning with DoDIG and be involved in joint audits.

Air Force operations tempo will remain high and the mission will evolve. The Air Force will continue to evolve into new missions and concepts of operations such as the expeditionary Air Force, information protection, space, chemical and biological warfare, laser weapons, unmanned aerial vehicles, and the national missile defense. The AFAA must remain flexible to ensure we continue providing tailored audit coverage focused on the most important Air Force missions.

Work force management will be a challenge. The AFAA will need to closely monitor work force issues such as personnel turnover, recruitment, retention, and base closures. A maturing work force, strong economy, and changing Air Force mission will directly affect our ability to staff our audit workload. The AFAA must focus on personnel staffing and allocation issues to ensure we can continue supporting the Air Force with world class internal audit services.



Implementation And Evaluations



IMPLEMENTATION AND EVALUATIONS

Performance planning begins where strategic planning ends. The AFAA Performance Plan links current performance goals with Strategic Plan goals. It also reflects changes in environmental factors that may impact the Agency's achievement of the strategic objectives. The AFAA Performance Plan includes 13 overall measures and 11 additional data items that we track and assess. The measures and goals are built on annual increments that extend out 5 years. Each year we publish the Annual Performance Report to assess how we performed against our goals.

ANNEX 1

AFAA PLANNING ARCHITECTURE

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|----|---|-------------------------------|
| 1. | STRATEGIC PLAN | 21 January 2000 |
| | <i>The overarching plan that sets out AFAA strategic goals.</i> | |
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| 2. | PERFORMANCE PLAN | 21 January 2000 |
| | <i>The plan that establishes AFAA performance measures.</i> | |
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| 3. | ANNUAL PERFORMANCE REPORT | Beginning of each fiscal year |
| | <i>This document reports how the Agency performed against annual goals established in the Performance Plan.</i> | |
| | | |
| 4. | 18-MONTH AUDIT PLAN | Updated every six months |
| | <i>This plan identifies audit resources available and audits subjects to be considered during the next 18 months.</i> | |
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| 5. | QUALITY IMPLEMENTATION PLAN | 8 January 1997 |
| | <i>This plan captured the future steps of the AFAA quality journey at the publication date.</i> | |
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| 6. | STRATEGIC PLAN FOR QUALITY | 8 March 1993 |
| | <i>This plan was the original plan for Quality. It is largely included in the Quality Implementation Plan. The Strategic Plan for Quality will become a historical document of the initial Quality efforts.</i> | |
| | | |
| 7. | HUMAN RESOURCES PLAN | 13 July 1998 |
| | <i>This plan addresses career development and force management.</i> | |
| | | |
| 8. | COMMUNICATIONS – COMPUTER SYSTEMS LONG RANGE PLAN | XX XXX XXXX |
| | <i>This plan will identify the long-range goals for information technology requirements within AFAA.</i> | |

ANNEX 2

STRATEGIC PLANNING GROUP

| | |
|--------------------|----------------------|
| Team Leader | Mr. Jackie Crawford |
| DS Representative: | Mr. Michael Barbino |
| DO Representative: | Mr. Gary Borovitcky |
| FD Representative: | Ms. Marvelyn Norton |
| FS Representative: | Ms. Donna Edsall |
| MS Representative: | Mr. Thomas Lockette |
| RM Representative: | Mr. Bill Oswald |
| Facilitator: | Mr. Michael Petersen |
| Graphics Support: | Mr. Tony Franzini |

